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Abridged Edition

UNCLASSIFIED PROJECT

CLASS SERIES

GUIDEBOOK

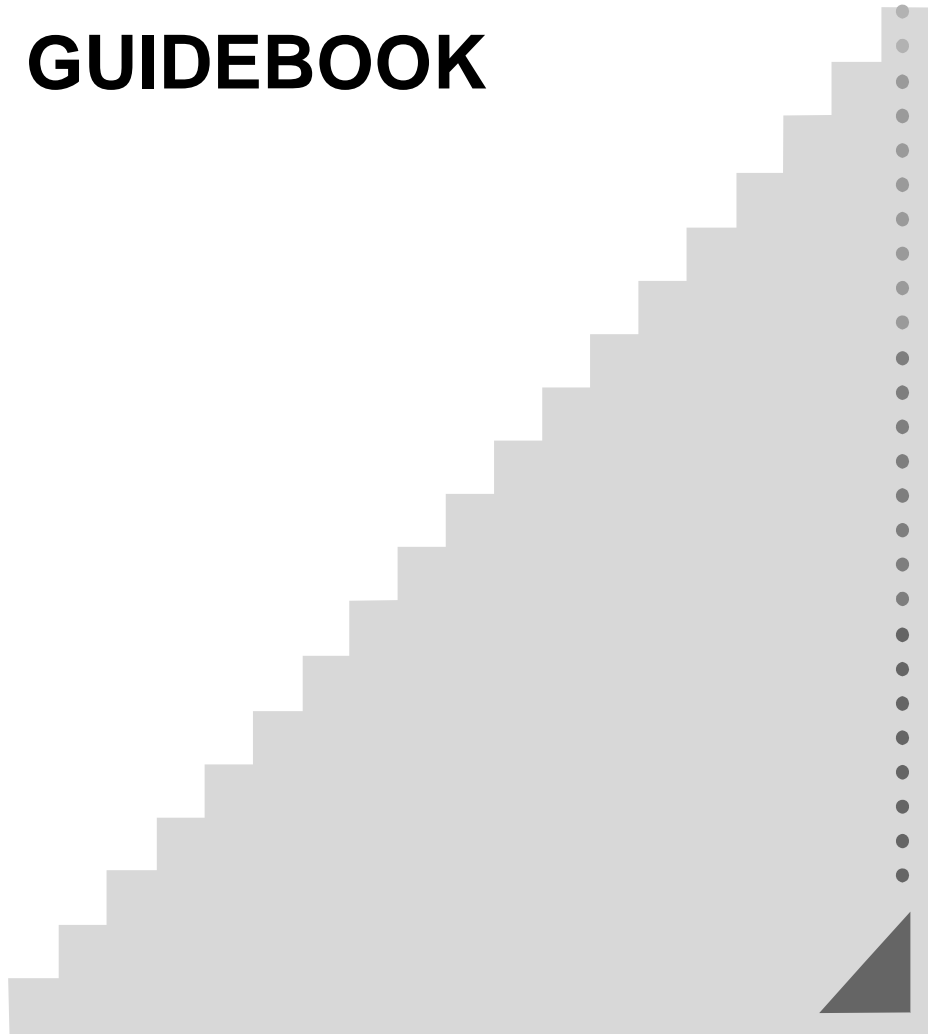


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Introduction

Background*

The project job class series originated with the establishment in 1993 of three new classes in the unclassified service: Project Manager, 18M; Project Functional Manager, 16M; and Project Team Leader, A-15I. Suzanne Brothen and Wayne Veum's 4/20/93 memo to the Staffing Division states that "these classes were originally established for staffing the Statewide Systems Project, but with the intent of making them available for use in any project of limited duration where the job content meets the class concepts and the level of the position is deemed appropriate."

Project Class Series Objectives

This new job class series has several objectives:

- "Fill in the gaps" of the project class series by adding five more classes to the current three classes that were created in 1993.
- Provide "guideline" answers to the question, "What is a project?"
- Carry forward the "New Ideas in Classification" recommendation to create classes that are more generic and broadly defined than current job classes.
- Experiment with new product development to proactively anticipate rather than merely react to customer needs and wants.
- Expedite the class allocation process for extremely "time sensitive" project positions.
- Reduce the amount of "job analysis gymnastics" required to appropriately allocate positions that haven't been fully defined yet.

* Special thanks to the following agencies for their advice and assistance: Revenue, Pollution Control Agency, Natural Resources, Human Services, Health, Employee Relations, Economic Security.

What is a Project?

Definition

While developing this project class series, our research identified several excellent books about projects and project management. They are more completely documented in the bibliography. In this section of the guidebook, we attribute the reference by the author's last name (e.g., Cleland, Haynes and Lewis). According to these authors, what is a project?

"There are all kinds of projects.... One commonly accepted definition of a project is as follows: A project is a one-time job that has defined starting and ending dates, a clearly specified objective, or scope of work to be performed, a predefined budget, and usually a temporary organization that is dismantled once the project is completed." Lewis - p. 2, 3

"A project is an undertaking that has a beginning and an end and is carried out to meet established goals within cost, schedule, and quality objectives." Haynes - p. 3

"A project consists of a combination of organizational resources pulled together to create something that did not previously exist and that will provide a performance capability in the design and execution of organizational strategies. Projects have a distinct life cycle, starting with an idea and progressing through design, engineering, and manufacturing or construction, through use by a project owner." Cleland - p. 1, 2

Project Life Cycles

These authors concur that a project, by definition, has a beginning and an end. Also, they agree that projects progress through several stages or phases between the beginning and the end. These phases are usually described as the project's life cycle. For example, on page 33, Cleland identifies four phases: "Phase I - Conceptual (identify need, establish feasibility, prepare proposal, etc.); Phase II - Planning (conduct studies and analyses, design system, analyze results); Phase III - Execution (procure materials, produce system, modify as required, etc.); and Phase IV - Termination (transfer materials, transfer responsibility, reassign project team members, etc.)."

Similarly, Haynes describes the four phases of the project's life cycle as: Phase I - Defining; Phase II - Planning; Phase III - Implementing; and Phase IV - Completing." page 84

Summary

This project class series is only intended to support time - limited projects, which is the rationale for assigning these classes to the unclassified service under M.S. 43A.08 (subd. 2a). The definitions and life cycle descriptions of projects are intended to guide you as you decide whether or not your position under review is really a project position or a position with limited funding, not supporting a project.

Project Class Series at a Glance

Project Decisions and Actions

	Proj. Mgr.	Proj. Mgr. Func.	Proj. Supv.	Proj. Team Leader Proj. Consult Senior	Proj. Consultant	Proj. Specialist	Proj. Analyst
<u>Project Goals:</u> What & Why							
<ul style="list-style-type: none"> Envision Define Strategize 			<ul style="list-style-type: none"> Project concept development Project goals defined 				
<u>Project Functions:</u> What, Why & How							
<ul style="list-style-type: none"> Strategize Refine Manage Operationalize 			<ul style="list-style-type: none"> Project concept refined Project objectives defined 				
<u>Project Organization:</u> Why, How & Who							
<ul style="list-style-type: none"> Operationalize Supervise Administer Align 			<ul style="list-style-type: none"> Project concept alignment Project resources synthesized into quality, cost and time parameters 				
<u>Project Operations:</u> How, Who & When							
<ul style="list-style-type: none"> Align Develop Design Facilitate Consult Implement 				<ul style="list-style-type: none"> Project concept assignment Creates “applied knowledge” from understanding 			
<u>Project Activities:</u> How, When							
<ul style="list-style-type: none"> Implement Advise Evaluate Summarize 					<ul style="list-style-type: none"> Project concepts translated to activities Creates understanding by evaluating project information 		
<u>Project Tasks:</u> How, When							
<ul style="list-style-type: none"> Summarize Identify Recommend Analyze 						<ul style="list-style-type: none"> Completes assigned project activities and tasks Converts data to meaningful information 	
<u>Project Tasks and Subtasks:</u> How, When							
<ul style="list-style-type: none"> Analyze Verify Collect Schedule 						<ul style="list-style-type: none"> Completes assigned project tasks and subtasks Collects, verifies and analyzes data 	

PROJECT CLASS SERIES MATRIX

	PROJECT ANALYST	PROJECT SPECIALIST
KIND OF WORK:	Professional project analysis work.	Professional project analysis work.
NATURE AND PURPOSE:	<p>Under immediate supervision/procedural control, an employee in this class applies standard methods to the collection and analysis of data by scheduling, collecting, verifying and analyzing data. Assists in the compilation of parts of major reports and/or compiles reports or information. Performs related work as required.</p> <p>This class is distinguished from the Project Specialist by the lower level of discretion and freedom to act. Positions deal primarily with data and information and are provided with clear direction from supervisor or lead as to how and when action is to take place.</p>	<p>Under general supervision/procedural control, an employee in this class applies standard project methodology to summarize information resulting from the collection and analysis of data and its interpretation. May develop preliminary recommendations. Assists in the compilation of parts of major reports and/or compiles reports or information. Performs related work as required.</p> <p>This class is distinguished from the Project Analyst by the greater freedom to act and its role in summarizing information derived from the data collection and analysis. Positions deal primarily with data and information developing into understanding.</p> <p>This class is distinguished from the Project Consultant by lower discretion in evaluation and interpretation of information. Positions at the Specialist level will apply methodologies and summarize outputs. At the Consultant level will determine appropriate methodologies for use and will evaluate outcomes.</p>
KEY CLASS CONCEPTS:	<ul style="list-style-type: none"> ➤ Completes assigned project tasks and subtasks. ➤ Collects, verifies and analyzes data. ➤ Time limited project in temporary unclassified service. 	<ul style="list-style-type: none"> ➤ Completes assigned project activities and tasks. ➤ Summarizes project data and identifies meaningful information. ➤ Time limited project in temporary unclassified service.
KEY WORDS:	HOW, WHEN, ANALYZES, VERIFIES, COLLECTS, SCHEDULES	HOW, WHEN, SUMMARIZES, IDENTIFIES, RECOMMENDS, ANALYZES
COMPENSATION LEVEL:	<p>Compensation Level: 1 DI2 152 C3(29) 43 C1C 43 = 238 Hay points</p> <p>Level 1 requires entry-level professional specialized skills to conduct and continually improve work processes with awareness of many immediate effects on customer satisfaction. Activities have specific objectives and content but also have substantially diversified procedures and historical examples.</p>	<p>Compensation Level: 2 EI2 175 D3(29) 50 D1C 50 = 275 Hay points</p> <p>Level 2 is a journey-level professional requiring a foundation in the principles for a general field of knowledge, including involved practices and historical examples needed to conduct and continually improve work processes with strong awareness of immediate and sustained effects on customer satisfaction. Coordination of, and with, related activities is required, involving differing situations with moderate rates of substantive change which may have new or unusual elements but can be mastered by intensive search for appropriate choices among defined options.</p>

PROJECT CLASS SERIES MATRIX

	PROJECT CONSULTANT	PROJECT CONSULTANT SENIOR
KIND OF WORK:	Advanced professional project analysis work.	Advanced professional technical expert project work.
NATURE AND PURPOSE:	<p>Under limited supervision/procedural control, an employee in this class summarizes and evaluates information; advises and implements in a project environment. Activities may be focused on singular or limited number of activities/programs (implementation, design, testing, etc.) and/or functional areas. Performs other duties as required.</p> <p>This class is distinguished from the higher Project Consultant Senior class by having responsibility for evaluating, advising and implementing project activities while at the Project Consultant Senior level the positions are technical experts advising project team staff.</p> <p>This class is distinguished from the Project Specialist class by higher discretion in evaluation and interpretation of information.</p>	<p>Under limited supervision/procedural control, an employee in this class provides guidance, advanced specialized technical expertise for a team doing evaluation, development, design, testing and/or implementation in a project environment. Activities may be focused on singular or limited number of activities/programs (implementation, design, testing, etc.) and/or functional areas. Performs other duties as required.</p> <p>This class is distinguished from the higher Project Supervisor class in that this class does not supervise.</p> <p>This class is distinguished from the lower Project Consultant class in that this class is the technical expert for the project.</p>
KEY CLASS CONCEPTS:	<ul style="list-style-type: none"> ➤ Project concept translated to activities. ➤ Creates understanding by evaluating project information. ➤ Time limited project in temporary unclassified service. 	<ul style="list-style-type: none"> ➤ Creates “applied knowledge” from understanding. ➤ Time limited project in temporary unclassified service.
KEY WORDS:	HOW, WHEN, IMPLEMENTS, ADVISES, EVALUATES, SUMMARIZES	HOW, WHEN, DESIGN, DEVELOPS, CONSULTS, IMPLEMENTS
COMPENSATION LEVEL:	<p>Compensation Level: 3 EI2 200 E3(33) 66 D1C 66 = 332 Hay points</p> <p>Level 3 is an advanced-level professional building upon the foundation of the principles of a general field of knowledge sufficient to critique and evaluate the activities and outcomes of level 2 and 1 professional work to assure quality and to continually improve work processes with strong awareness of immediate and sustained effects of customer satisfaction. Alternative or combined skills in understanding, teaming with, partnering with and/or influencing other people are important and specific considerations to cause action or understanding by others.</p>	<p>Compensation Level: 4 FI2 230 E3(38) 87 E1C 87 = 404 Hay points</p> <p>Level 4 requires a broad and situationally responsive grasp of at least one complex body of practices, historical examples and of advanced principles and theories of a specialized field of knowledge needed to establish, conduct and continually improve work processes with strong awareness of immediate and sustained effects on customer satisfaction. Normally provides effort directly for customers of the team and initiates supportive, interpretive and advisory services for use within the efforts of one team or among teams.</p>

PROJECT CLASS SERIES MATRIX

	PROJECT TEAM LEADER	PROJECT SUPERVISOR
KIND OF WORK:	Advanced professional lead project work.	Advanced professional supervisory project work.
NATURE AND PURPOSE:	<p>Under limited supervision/procedural control, an employee in this class provides leadership, guidance, technical expertise, and coordination to the activities of a team doing evaluation, development, design, testing and/or implementation in a project environment of multi-faceted/multi-program scope and of large scale in the temporary unclassified service. Activities of the team may be focused on singular or limited number of activities/programs (implementation, design, testing, etc.) and/or functional areas. Performs related work as required.</p> <p>This class is distinguished from the Project Consultant and the Project Consultant Senior classes because the Project Team Leader provides ongoing leadership to direct the work of a project team.</p> <p>This class is distinguished from the Project Supervisor class because the Project Team Leader does not perform the full range of supervisory responsibilities for the project team.</p>	<p>Under administrative direction, an employee in this class supervises one or more teams of state employees doing evaluation, development, design, testing and/or implementation in a project environment of multi-faceted/multi-program scope and of large scale in the temporary unclassified service. Activities of the team may be focused on singular or limited number of activities/programs (implementation, design, testing, etc.) and/or functional areas. Performs related work as required. The Project Supervisor is distinguished from the Project Team Leader and Project Consultant Senior because this class performs the full range of supervisory responsibilities.</p> <p>The Project Supervisor is distinguished from the Project Functional Manager because the Project Functional Manager manages human and fiscal resources to refine the strategic goals and objectives envisioned and defined by the Project Manager and the Management Team.</p>
KEY CLASS CONCEPTS:	<ul style="list-style-type: none"> ➤ Project concept alignment. ➤ Time limited project in temporary unclassified service. 	<ul style="list-style-type: none"> ➤ Project concept alignment. ➤ Project resources synthesized into quality, cost and time parameters. ➤ Time limited project in temporary unclassified service.
KEY WORDS:	HOW, WHEN, WHO, ALIGNS, DESIGNS, FACILITATES, IMPLEMENTS	WHY, HOW, WHO, OPERATIONALIZES, SUPERVISES, ADMINISTERS, ALIGNS
COMPENSATION LEVEL:	<p>Compensation Level: 4 FI2 230 E3(38) 87 E1C 100 = 417 Hay points</p> <p>Level 4 requires a broad and situationally responsive grasp of at least one complex body of practices and historic examples and of advanced principles and theories of a specialized field of knowledge needed to establish, conduct and continually improve work processes with strong awareness of immediate and sustained effects on customer satisfaction. Normally provides effort directly for customers of the team and initiates supportive, interpretive and advisory services for use within the efforts of one team or among teams.</p>	<p>Compensation Level: 5 FI3 264 E3(38) 100 E1P 132 = 496 Hay points</p> <p>Level 5 is an advanced-level professional supervisor requiring a broad and situationally responsive grasp of at least one complex body of practices, historical examples and of advanced principles and theories of a specialized field of knowledge needed to establish, conduct and continually improve work processes with strong awareness of immediate and sustained effects on customer satisfaction. At this level within the Project class series, human relations skills are important to the highest degree requiring understanding, selecting, developing and motivating people.</p>

PROJECT CLASS SERIES MATRIX

	PROJECT FUNCTIONAL MANAGER	PROJECT MANAGER
KIND OF WORK:	Management work directing a single focus/functional program project (either single agency or multiple agencies).	Management work directing multi-faceted/multi-program project.
NATURE AND PURPOSE:	<p>Under administrative direction, an employee in this class manages the program/system development of a single focus project of moderate size or as a portion of a larger multi-faceted complex project. Performs related work as required.</p> <p>This class is distinguished from the higher Project Manager class by the size and scope of the project (or project portion) being managed and because the Project Manager defines the strategic goals which the Project Functional Manager further refines.</p> <p>The Project Functional Manager is distinguished from the Project Supervisor because it refines the Project Manager's and Management Team's strategic goals and objectives by managing human and fiscal resources to accomplish them.</p>	<p>Under general direction, an employee in this class manages development, implementation, or support activities within a large scale, multi-faceted/multi-program project. Projects may be multi-agency/cross agency in scope or within the purview of a single agency, but if so must be large scale and multi-program. Performs related work as required.</p> <p>This class is distinguished from the Project Functional Manager class by the size and scope of the project managed and because it envisions the project's concept (governing ideas) and defines its strategic goals.</p>
KEY CLASS CONCEPTS:	<ul style="list-style-type: none"> ➤ Project concept refined. ➤ Project objectives defined. ➤ Time limited project in temporary unclassified service. 	<ul style="list-style-type: none"> ➤ Project concept developed. ➤ Project goals defined. ➤ Time limited project in temporary unclassified service.
KEY WORDS:	WHAT, WHY, HOW, STRATEGIZES, REFINES, MANAGES, OPERATIONALIZES	WHAT, WHY, ENVISIONS, DEFINES, STRATEGIZES
COMPENSATION LEVEL:	<p>Compensation Level: 6 FI3 304 E4(43) 132 E2P 175 = 611 Hay points</p> <p>Level 6, within the Project class series, continues to require human relations skills in the highest degree and is the first level of management which involves planning, organizing, controlling and reviewing the work of others, usually accomplished through the direction of supervisory and leadwork project staff. This level continues to require a broad grasp of advanced principles and theories of a specialized field of knowledge.</p>	<p>Compensation Level: 7 FI3 350 E4(43) 152 E2P 200 = 702 Hay points</p> <p>Level 7, within the Project class series, is the highest management level, requiring the managerial integration of multiple project functions through the broad grasp of advanced principles and theories of several specialized fields of knowledge. Human relations skills of the highest degree are still essential at this level.</p>

Glossary of Key Words and Project Terminology

The following words are valuable for identifying and defining the activities of a job. Through the use of concise terminology, it is possible to minimize ambiguity or misunderstanding relative to what is being done.

ADMINISTERS.	To carry out or regulate organizational or program operations, policies, and procedures; to apply a remedy.
ADVISES.	To provide, based on specialized knowledge and usually only on request, information, ideas, suggestions, or informed opinions which aid/support others in deciding on a course of action or making a decision.
ALIGNS.	To be in or come into precise adjustment or correct relative position; when a group of people functions as a whole - e.g., jazz musicians "in the groove." Webster; p. 235. Senge.
ANALYZES.	To separate all or any part of something into its constituent parts for the purpose of identifying and examining relationships of the parts to one another and to other factors.
COLLECTS.	To bring data or material together in a group or mass.
CONSULTS.	To give expert/definitive professional advice.
COORDINATES.	To guide, regulate, or adjust the interrelated and interdependent activities of individuals or functions of a unit(s) to facilitate a common action and to attain a common purpose or goal.
DEFINES.	To determine and state the limits and nature of; to give the distinguishing characteristics of.
DESIGNS.	To conceive, create, and execute the form or shape of a physical object or the method for doing something.
DEVELOPS.	To expand or realize the potentialities of; to bring gradually to a fuller, greater, or better state.
ENVISIONS.	To picture the future that one seeks to create; to define the governing ideas or fundamental concepts that originate the project. p. 233, Senge; p. 19, Snyder.
EVALUATES.	To judge reports, data, plans, or performances in relation to established goals, policies, and standards; to compare critically to a standard for suitability.
FACILITATES.	To coordinate and make easier. Webster.
HYPOTHESIZES.	To form a tentative assumption to test its logical or empirical consequences.
IDENTIFIES.	To recognize, acknowledge, or establish based on the characteristics of.
IMPLEMENTS.	To carry out or into effect a plan, program, or operation.
INTERPRETS.	To explain meanings or intentions, not immediately apparent to others, in light of individual judgment; to translate.
MANAGES.	To guide and coordinate worker activities and organizational or program policies, rules, practices, methods, and standards.
OPERATIONALIZES.	To allocate resources and identify individual and collective authority, responsibility, and accountability prior to implementing the strategic plan. p. 175, Cleland; p. 227, Hayden.

ORGANIZES.	To take steps to set up the administrative structure or functions of an office or process.
ORIGINATES.	To bring into being; to initiate.
PLANS.	To devise a detailed means of course of action for attaining an objective/goal.
PROJECT ACTIVITY.	A unit of work that is discrete and that advances the project towards completion; a logical subdivision of a project function. p. 22 and 23, Haynes.
PROJECT FUNCTION.	A major component of a project, usually identified by the three project parameters of quality, cost and time. Completion of a project function is usually a significant “milestone” in the project’s life cycle. For example, during a business enterprise re-engineering project, a FUNCTION is the development of a new information system to support the business re-engineering; this FUNCTION includes the PROJECT ACTIVITY of systems design, the ACTIVITY of prototype development, the ACTIVITY of systems testing, etc. p. 148, Hayden; p. 22 and 23, Haynes.
RECOMMENDS.	To suggest and support for adoption a course of action.
REFINES.	To free from impurities, imperfections, or vulgarities; to make more polished.
SCHEDULES.	To plan a timetable; to set specific time for.
STRATEGIZES.	To plan and provide the general direction of how resources will be used to accomplish the project’s goals and objectives. p. 175, Cleland; p. 313 and 314, Hayden.
SUMMARIZES.	To present in a concise and compact manner.
SUPERVISE.	The authority to perform or effectively recommend the following actions: hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward, or discipline other employees or responsibility for directing them or adjusting their grievance. To be defined as a supervisor, positions need not perform all or a majority of these responsibilities. However, a substantial amount of time must be consumed by the activities described above.
SYNTHESIZES.	To compose or combine parts or elements in order to form a whole.
SYSTEMATIZES.	To arrange or make by the use of a method or orderly planning.
VERIFIES.	To establish the truth, accuracy and reality. Webster

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